

EXHIBIT P



OFFICE OF ANIMAL WELFARE
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Dare 2 Care (D2C): Compassion Fatigue Updates

Thursday, April 4th, 2019

4:15PM – 4:45PM

Hyatt Regency Bellevue

NWABR Annual Institutional Animal Care and Use Committee Conference



J. Preston Van Hooser

Review Scientist & Compliance Manager
Office of Animal Welfare, University of Washington
Chair, Dare 2 Care (D2C) Compassion in Science Committee
Member, UW IACUC
NWABR Board Member



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Session Objectives

- Recognizing Compassion Fatigue
- Overview of UW's D2C
- Updates
- Lessons Learned



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What is Compassion Fatigue?

In an animal care setting, Compassion Fatigue is a combination of **physical**, **emotional** and **psychological depletion** associated with working and caring for animals and their well-being in a captive environment.



It's the negative aspect of our work. It may be related to providing care, working with colleagues, beliefs about self, system failure, burnout and/or any work-related trauma.

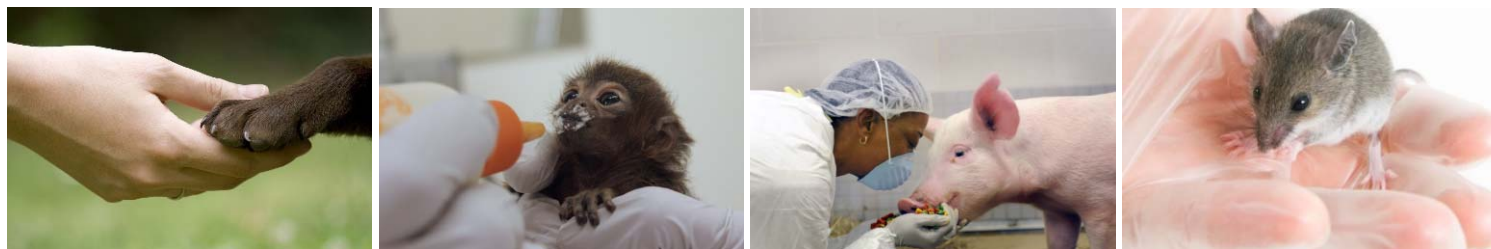


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The Cost of Caring

We cannot expect high levels of animal CARE without employees then CARING about the animals.



We don't get compassion fatigue because we are weak, can't handle the work, aren't "cut out" for it. We get compassion fatigue because we care, deeply. And we ignore our own needs.

We all Experience it

Not only individuals working directly with the animals experience compassion fatigue, IACUC members, administrative support staff, vendors and facilities services personnel may also indirectly experience compassion fatigue.



Signs & Symptoms

Individual

- Depression
- Anxiety
- Apathy
- Irritability
- Sleep disturbance
- Poor self-care
- An increase in mistakes
- Diminished career enjoyment
- Substance abuse
- Problems in relationships

Organization

- Substandard level of care
- Absenteeism
- High turnover
- Lack of teamwork
- Team conflict
- Low morale
- Blaming and complaining
- Increased cynicism
- Poor quality control
- Deterioration of the mission



Causes of Compassion Fatigue

Animal Husbandry & Vet Staff	Research Faculty & Staff	IACUC & Admin Staff
Isolation	Long hours	Program size and complexity
Observed morbidity and mortality	Regularly witness or induce disease in animals	Protocol and grant congruency reviews
Desensitization	Self-blame	Animal Numbers
Sadness over the loss of a particular animal	Desensitization	System Failure(s)
Animals will ultimately be euthanized	Unexpected outcomes	Ethical decisions
	Animals will ultimately be euthanized	Post-Approval Monitoring
	Targeted by animal rights activists/Negative Press	Targeted by animal rights activists - UW Kills/Negative Press



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It Affects the Entire System

- Research Staff
- Lab staff, student helpers, and volunteers
- Veterinary Staff
- Husbandry Staff
- IACUC, AUTS, OH&S, EH&S, Animal Purchasing
- Building Management
- Facility Services
- Vendors
- Professional Transportation Services
- Government/Company

Research Animals

- Numerous interactions throughout it's life in a laboratory
- 100's of people involved in direct interaction and/or oversight of the animals



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Employee Training



- Bites, scratches, kicks, physical trauma
- Ergonomics, noise
- Zoonoses, allergens, blood-borne pathogens
- Caustic, infectious, radioactive, toxic agents
- Sharps, hot surfaces, physical hazards
- Public safety, facility and computer security
- Disaster plans, fire, flood, bomb threat
- Harassment, discrimination, whistleblower
- **Emotional involvement?**



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How did we (UW) get here?

- Identify the Need
- Assess the Potential Demand
- Anneke Keizer, Founder, COPE+
 - Small company specializing in counseling services for people working with laboratory animals
- Needs Assessment (July 2016 & June 2017)
 - Interviews, one-on-one interactions, focus groups



D2C Program Mission Statement

Assist all members of the research team to recognize compassion fatigue and raise awareness, provide tools, strategies and resources for managing human emotions in working with and caring for laboratory animals.



D2C Initial Program Goals / Objectives

- Study Endpoint Notification
- Support for Staff
- Self-care Strategies
- Time for Reflection
- Work Environments
- The “Box” Project
- Annual Commemoration
- Dedication Area





Updates: Study Endpoint Notification

WaNPRC CF Subcommittee formed 2017

Heart Stickers / Cage Tags

- *Decided not to pursue at WaNPRC*
- *(Heart stickers WIP at DCM)*

E-mail Notification (NHP)

- Endpoint Distribution List
- E-mail Templates

Acknowledge high levels of humane care

Acknowledge the greater purpose the animal served





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Hi everyone,

All animals in room ____ will reaching their endpoint soon.

Our animals are all part of a large study titled _____. We often refer to it as our ____ study.

This study's goal is to _____. As part of the study design, critical endpoint samples must be collected. The scientific knowledge gained in terminal tissue collections and analysis will further the understanding of targeting and eradicating viral reservoirs. In order to thoroughly investigate we will need to humanely euthanize the animals for terminal collections. The pathologist and research staff will carry out this important procedure.

We have worked with these 24 animals for a long time and they are certainly the most vocal, rowdiest group of monkeys we have encountered. Despite that, they have been a pleasure to work with. We have grown to love each of their individual personalities and will miss and remember them all. Endpoints will start ____ and end _____. If you would like specific endpoints for any animals please let me know.

Most everyone has had an important role in this large study. We want to thank all the people that have made this very important study successful. In particular we would like to thank the animal care staff for providing wonderful care for the animals. This is a very vocal group that loves food and treats and you can clearly tell from the animals' response that they prefer the husbandry technicians to anyone else. These animals were housed at Western and ARCF throughout their study and received excellent care. BMS did a great job ensuring the animal's behavioral needs are maintained. (They) setup the pairs which have remained stable throughout the study despite a few room changes. The clinical staff provided therapeutic support during the study and are continuing to do so in the most critical part of the study. Research support and surgery staff have also played a large role in this study. They've helped up performed ____ surgeries/tissue collections during the course of the study. All 24 animals have progressed through this intensive study and have had no major health issues. We thank the vet staff for keeping close watchful eye on them.

I would also like to make a special thanks to the Kiem lab research staff (particularly Erica and Kelvin) in conducting ethical and compassionate research for our non-human primate patients. This has been a long, difficult study and these animals are all still healthy and happy thanks to the dedication of the research staff making sure their needs are met.

If you would like please take some time to stop by the animal's cage prior to the dates listed above.

Best regards, _____ Lab





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Pre-Endpoint (Research) Example:

Dear colleagues,

For quite some time we have been working on the _____ study titled _____

This study investigates the interaction of _____ treatment to enhance vaccine responses against _____ infection. As part of the study design, critical endpoint samples must be collected. The scientific knowledge gained in terminal tissue collection and analysis will further the understanding on how the _____ plays important role in _____ infection. In order to thoroughly investigate this, we will need to humanely euthanize the animals for terminal collections. The pathologist and support staff will carry out this important procedure.

On behalf of the principal investigator, I would like to inform you that we have reached important study endpoints for the following animals:

(Animal #/ Date)

We want to thank all the people that have made this very important research study successful. In particular, we would like to thank the animal care staff for providing humane care for the animals, BMS for ensuring the animal's social and behavioral needs are met, clinical staff in providing therapeutic support during the study, research staff in conducting ethical and compassionate research for our non-human primate patients and pathology staff for ensuring the endpoint is humane.

If you would like, please take some time to visit the animal prior to the date listed above.

Best regards

_____ Team

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Post-Endpoint (Clinical) Example:

Hello all,

was humanely euthanized yesterday afternoon due to her clinical condition, _____.

On behalf of the veterinary staff, I would like to thank the animal care staff, veterinary technicians, research support and BMS for your care and attention to this animal during her time at the center.

Thank you,

_____, Veterinarian

Information to Include at the bottom if desired:

You can find out more information about the D2C Compassion in Science program here: _____ including a dedicated phone line, as well as a list of personnel you can reach out to if you want to talk about the loss of a particular animal.

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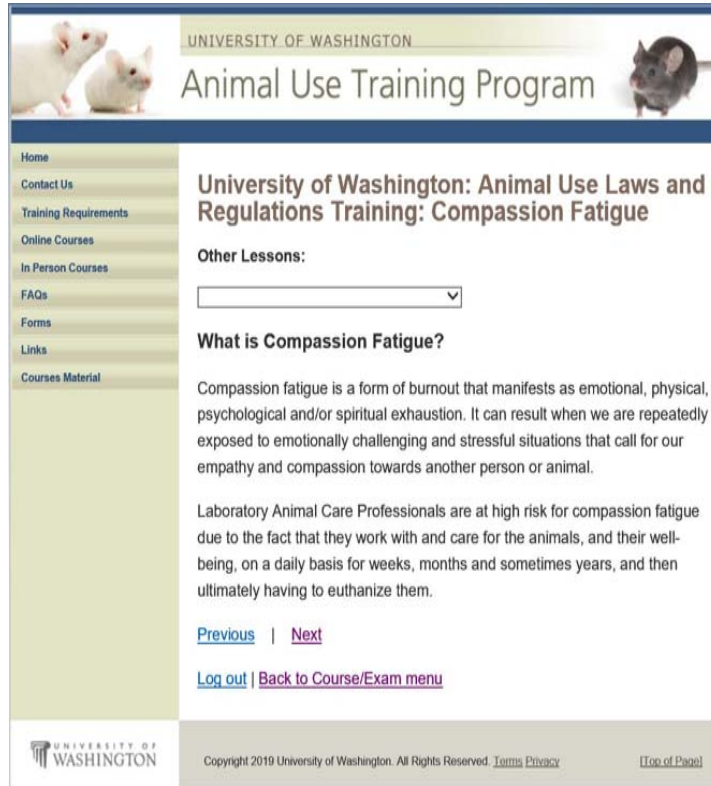
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Updates: Support for Staff

- Educate staff about our D2C Program
- D2C volunteers reach out to staff in times of need- “someone to talk to”
- Dedicated D2C phone and email
- Inform staff of other support options - we are not therapists
- Events for special circumstances



Updates: Training



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Animal Use Training Program

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University of Washington: Animal Use Laws and Regulations Training: Compassion Fatigue

Other Lessons:

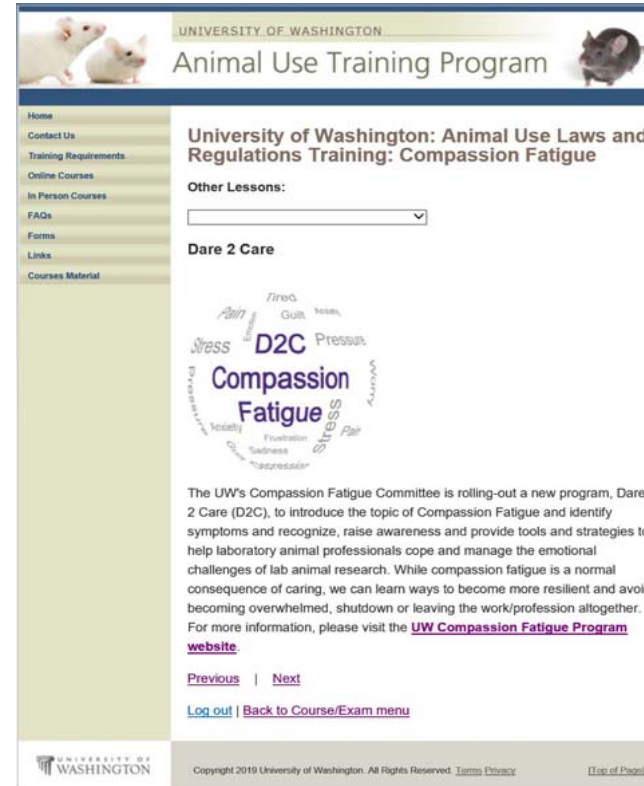
What is Compassion Fatigue?

Compassion fatigue is a form of burnout that manifests as emotional, physical, psychological and/or spiritual exhaustion. It can result when we are repeatedly exposed to emotionally challenging and stressful situations that call for our empathy and compassion towards another person or animal.

Laboratory Animal Care Professionals are at high risk for compassion fatigue due to the fact that they work with and care for the animals, and their well-being, on a daily basis for weeks, months and sometimes years, and then ultimately having to euthanize them.

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University of Washington: Animal Use Laws and Regulations Training: Compassion Fatigue

Other Lessons:

Dare 2 Care



The UW's Compassion Fatigue Committee is rolling-out a new program, Dare 2 Care (D2C), to introduce the topic of Compassion Fatigue and identify symptoms and recognize, raise awareness and provide tools and strategies to help laboratory animal professionals cope and manage the emotional challenges of lab animal research. While compassion fatigue is a normal consequence of caring, we can learn ways to become more resilient and avoid becoming overwhelmed, shutdown or leaving the work/profession altogether. For more information, please visit the [UW Compassion Fatigue Program website](#).

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Updates: Occupational Health (OH) Screening

- Annual Health Assessment for husbandry staff / animal users administered by UW Employee Health
- One of the first institutions to implement CF assessment as part of OH screening for Laboratory Animal Professionals



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University of Washington CAMPUS HEALTH SERVICES
UW Employee Health

ANIMAL CONTACT HEALTH QUESTIONNAIRE

Confidential _____ Initial _____ Periodic _____

Name (Last, First, MI): Employee ID Number: Male Female
Job Title: Box Number: Work Phone:
Department: Supervisor/PI:
Work location: How many years have you worked in this position:
Email (required): Birthdate: Today's Date:

STATEMENT OF DECLINATION

IF YOU CHOOSE TO DECLINE THE MEDICAL SCREENING, SIGN BELOW AND DO NOT COMPLETE THE REST OF THE FORM.

I, _____ (Type or print name), decline to participate in the Occupational Health program for animal contact workers. I realize that declining could lead to unforeseen medical concerns. I also understand that I can change my mind about participating by contacting the Employee Health Center.

SIGNATURE: DATE:

**Send To: Employee Health Center, Box 354410, Office
206-685-1026 Fax 206-221-5110**

I. LABORATORY ANIMAL USE Check all boxes that apply to your work situation.

- I am working with live animals.
- I do husbandry (care of animals) and/or veterinary services.
- I do not work with animals, but work in an animal area.

VI. ADDITIONAL HEALTH CONCERNS

Yes ☐ I have health or workplace concerns not covered by the questionnaire (**e.g. Compassion Fatigue**) that I feel may affect my occupational health and would like to discuss with the Employee Health provider.

Yes ☐ I have reproductive concerns that I would like to discuss with the Employee Health Provider

Yes ☐ I have answered the questions truthfully and to the best of my recollection.

VII. SIGNATURE: _____ DATE: _____



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Updates: Reflections

- Provide an opportunity for individuals to come together in one place to pay tribute to our research animals and each other.



**Martin K. (Casey) Childers,
DO, PhD**

Professor
Rehabilitation Medicine
University of Washington



Paul Frase

NFL Veteran
Co-Founder, Joshua Frase
Foundation

- Guest speakers share their research and acknowledge the contributions provided by Laboratory Animal Professionals
- Open to all animal caregivers, research faculty and staff



Updates: “The Box Project”

An innovative way to encourage staff to express themselves anonymously



Updates: Work Environment / Break Areas

Improving break rooms was frequently requested during our Needs Assessments

“Before” and “After” video of animal caregiver breakroom with completed renovations @ <https://sites.uw.edu/d2c> under **Special Projects** page



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Updates: Dedication Area (In Progress)

- Physical tribute
- Peaceful retreat where staff can go to reflect



Annual Commemoration (In Progress)

- The entire UW community can gather
- Acknowledge contributions to biomedical research and animal welfare



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Updates: UW D2C Website



The screenshot shows the University of Washington D2C website. The header includes the UW logo and navigation links: HOME, ABOUT US, SPECIAL PROJECTS, RESOURCES, SUPPORT, STORE, WAYS TO GIVE, and CONTACT US. A secondary navigation bar lists: Students, Parents, Faculty & Staff, Alumni, and Quick Links. The main banner features the text "COMPASSION IN SCIENCE" over a background image of a building. Below this, a section titled "DARE 2 CARE (D2C)" includes a photo of a mouse and a paragraph about Compassion Fatigue. To the right, a "NEWS AND UPDATES" section lists two items: a presentation at the NWABR Annual IACUC Conference and D2C Boxes for The Box Project. At the bottom right, there is a graphic titled "THE BOX" DARE 2 CARE, which is a word cloud and a checklist of resources.

COMPASSION IN SCIENCE

HOME ABOUT US SPECIAL PROJECTS RESOURCES SUPPORT STORE WAYS TO GIVE CONTACT US

Students / Parents / Faculty & Staff / Alumni Quick Links

DARE 2 CARE (D2C)

One of the great challenges for laboratory animal professionals is acceptance and management of the demanding emotional effects from working with animals within the research field. The term that has been coined to describe this emotional toll is Compassion Fatigue (CF).

Compassion Fatigue is a manifestation of stress that presents as emotional, physical, and spiritual exhaustion associated with chronic exposure to stressful situations when working in the challenging environment of using animals in the research field. Laboratory animal professionals are at a high risk for CF due to the daily care they provide for research animals. Symptoms of CF range from depression, anxiety, cynicism and physical ailments to isolation, absenteeism, hopelessness, substance abuse, and even suicide.

As Compassion Fatigue is a normal consequence of caring, this project of building the Dare 2 Care (D2C) Compassion In Science Program at the University of Washington has been designed to assist all members of the research team in understanding and coping with this common concern by managing the emotional challenges resulting from the care and use of laboratory animals.

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NEWS AND UPDATES

- J. Preston Van Hoeser will be at the NWABR Annual IACUC Conference on April 4th at 4:15 pm presenting D2C updates. Come visit DARE 2 CARE at Booth #5 for fun giveaways and to purchase our newest D2C 32 oz Nalgene bottles where 100% of proceeds are given right back to D2C!
- D2C Boxes for The Box Project are currently being placed in vivaria and other locations- all are welcome to utilize these.

"THE BOX" DARE 2 CARE

This resource is a guide to help you understand and manage the emotional challenges of working with animals in the research field. It includes a checklist of resources and a word cloud.

<https://sites.uw.edu/d2c>

Updates: UW D2C Website

3217 visitors | 197 cities | 25 countries





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Updates: Presentations & Publications

2019

Fred Hutchinson Cancer Research Center 2019 – Seattle, WA Dare 2 Care (D2C): Developing a Sustainable Compassion Fatigue Program

2018

2018 Association of Zoos and Aquariums Annual Conference – Seattle, WA Dare 2 Care: Developing a Program to Manage Compassion Fatigue Among Animal Caregivers Across Industries
AALAS 2018 NM – Baltimore, MD_You Created a Compassion Fatigue Program – What's Next?

International One Health Congress (IOHC) 2018 Conference – Saskatoon, Canada_ Compassion Fatigue and One Health: supporting our relationship with the animals we care for thru an integrated One Health approach

World Veterinary Association Congress (WVAC) 2018 Conference – Barcelona, Spain_ Running on Empty: increasing awareness of Animal Welfare and Compassion Fatigue through the One Health approach

2018 IPS Conference_ Compassion Fatigue: What is it and how does it influence our relationship with Nonhuman Primates in Captivity

PRIM&R 2018 IACUC Conference – Columbus, OH_ Compassion



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Fatigue: A two-part session that covers what IACUC's should be aware of in terms of compassion fatigue – what is it and how does it impact an animal care and use program

2018 NWABR IACUC Conference – Lynnwood, WA_ Strategies for Developing an Institutional Program to Manage Compassion Fatigue
AALAS 2018 Webinar – Global_ Strategies for Developing an Institutional Program to Manage Compassion Fatigue

2017

2017 Crossing the I's Conference – Spokane, WA_ Dare 2 Care (D2C): Developing a Sustainable Compassion Fatigue Program That Meets Your Institutional Needs

2017 Crossing the I's Conference – Portland, OR_ Dare 2 Care (D2C): Developing a Sustainable Compassion Fatigue Program That Meets Your Institutional Needs

AALAS 2017 NM – Austin, TX_ Dare to Care: Developing and implementing a sustainable compassion fatigue program that meets your institutional needs

AALAS 2017 D8 – Salt Lake City, UT_ Dare to Care: Developing and implementing a sustainable compassion fatigue program that meets your institutional needs (repurposed PRIM&R 2017)

PRIM&R 2017 IACUC Conference – New Orleans, LA_ Dare to Care: Developing and Implementing a Sustainable Compassion Fatigue Program that Meets Your Institutional Needs (Hot Topics and Emerging Trends Track)



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Lessons Learned

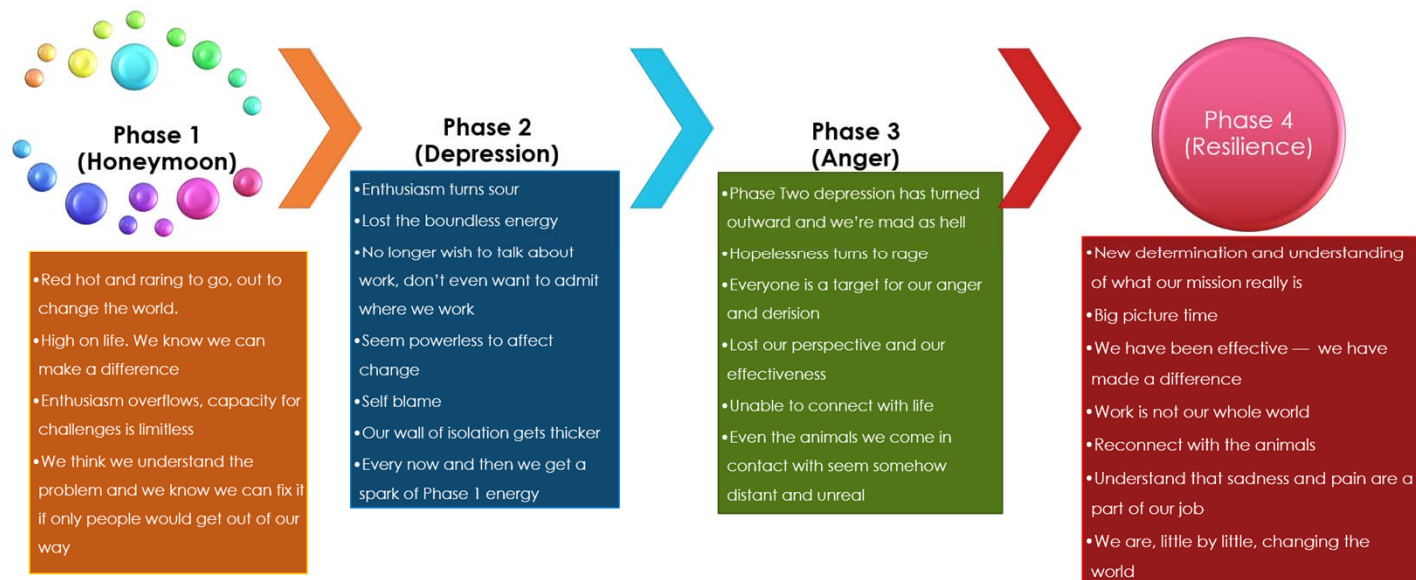
- Recognize that this is a change in culture
- Set clear expectations
 - Committee membership / Charter?
 - Guidelines for volunteers that reach out to staff in need
- Identify possible funding sources early on
- Committee should remain independent and available to all staff



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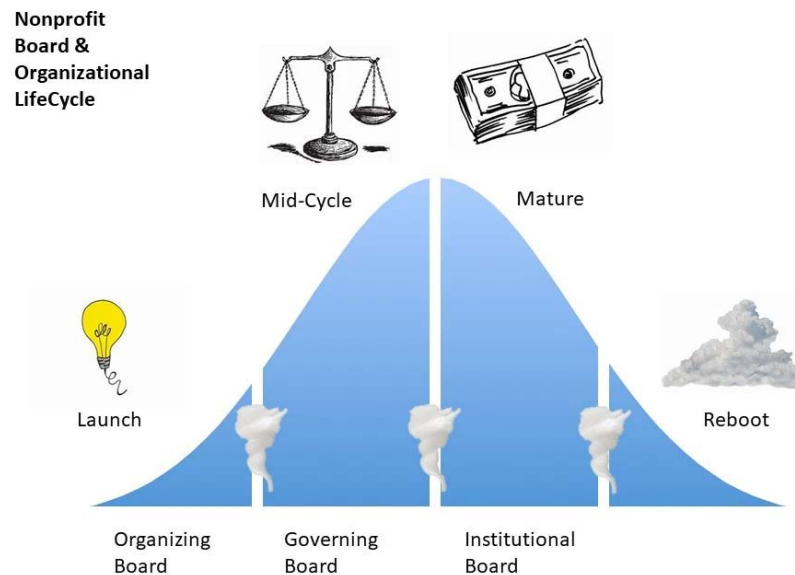
Lessons Learned

Recognize the Lab Animal Professional Work Resiliency Lifecycle



Lessons Learned

Recognize the typical Committee/Board Lifecycle



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Lessons Learned

- Understand the Management perspective:
 - Research must continue
 - Care standards for animals must be maintained



Photo Credit: Oregon National Primate Research Center/OHSU; ComeSeeOurWorld.org



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Acknowledgments



University of Washington D2C Compassion in Science Committee

University of Washington and WaNPRC Leadership



Dr. Sally Thompson-Iritani

VA Puget Sound Health Care System



Dr. Kim Stocking

Northwest Association for Biomedical Research (NWABR) Planning Committee



Ken Gordon, Executive Director, NWABR

The Jackson Laboratory



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**Thank you for what you do.....
you truly make a difference!**



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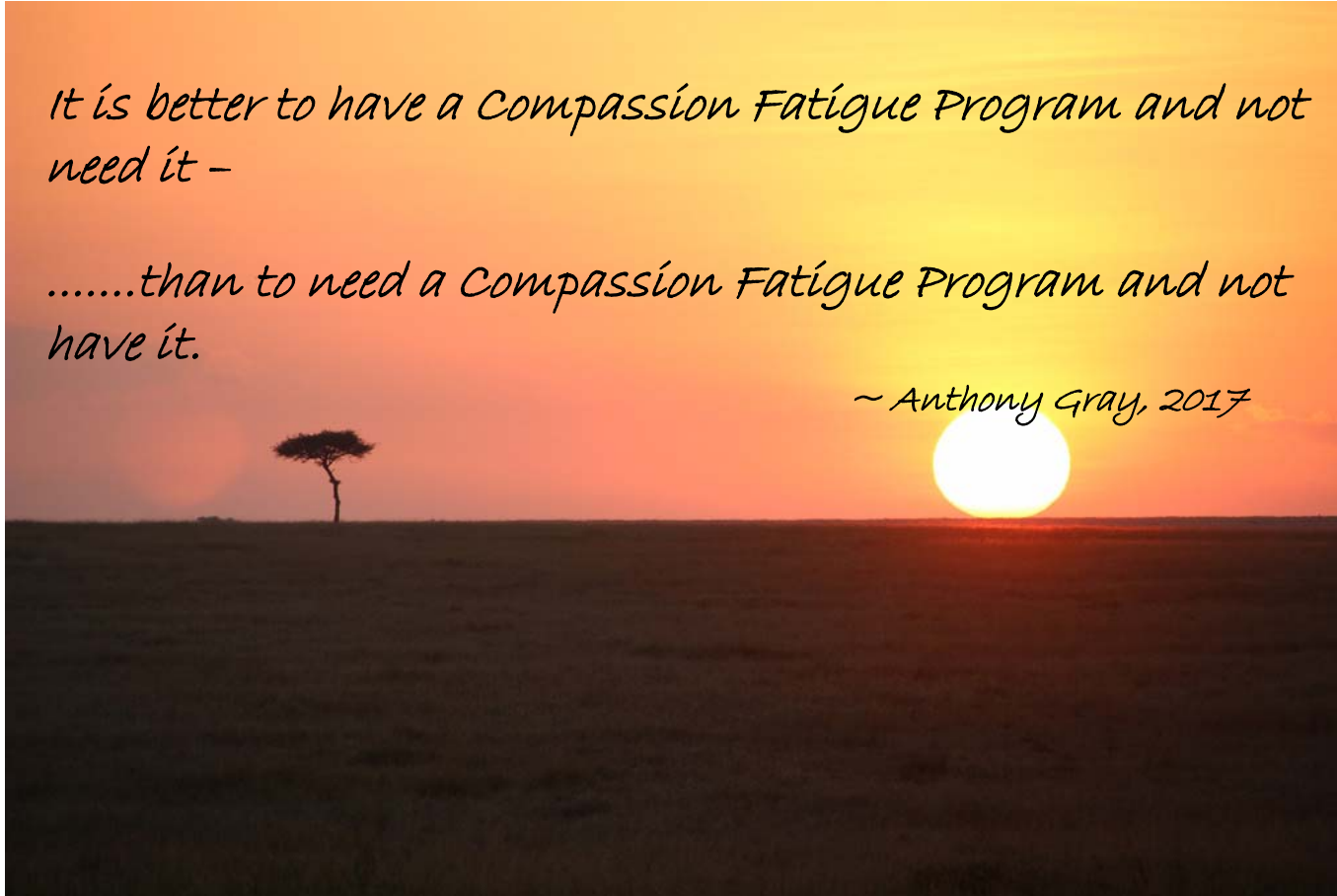


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*It is better to have a Compassion Fatigue Program and not
need it -*

*.....than to need a Compassion Fatigue Program and not
have it.*

~ Anthony Gray, 2017



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